

STATE OF ALABAMA

MEDICAID AGENCY — FY09 IT STRATEGIC PLAN WORKSHEET

IT MISSION

To provide information systems support to the Alabama Medicaid Agency.

IT VISION

To provide reliable, quality information system solutions supporting and empowering our users to efficiently and effectively carry out the mission of the Alabama Medicaid Agency

VALUES

- Excellence

We are committed to delivering quality customer services that consistently meet the Agency's needs and expectations.

- Integrity

Our customers can trust in the quality and reliability of staff to provide professional services, security, and support meeting their needs.

- Respect

We treat our employees, customers, recipients, providers, and stakeholders with dignity and honesty.

- Innovation

We explore new ideas and new ways of doing things to effectively meet the changing needs of our customers.

- Teamwork

Our success depends upon establishing and maintaining effective collaborative partnerships throughout our Agency.

CUSTOMERS (Expectations)

- Medicaid Agency employees
- Electronic Data Systems (EDS)
- Federal and State agencies
- Contractual and mandated private entities

Expectations

- *Reliable quality services and support*
- *Timely and responsive services and support*
- *Ensure data security and integrity*
- *Effectively communicate IT concepts, capabilities, and options to users*

- *Focused on user needs balanced with division resources*
- *Maintain general knowledge of operational business practices*
- *IT staff maintain relevant knowledge and expertise of Information Technologies*
- *IT will be given the resources needed to meet customer needs*

STAKEHOLDERS (Expectations)

- Medicaid providers and applicants/eligibles
- Executive Branch
- Legislative Branch
- Federal Agencies
- Other State agencies
- Other Agency business associates
- Utility companies

Expectations

- *Ensure data and information security and integrity*
- *Timely and responsive services and support*

WORKLOAD MEASURES

- W1: # of hardware devices supported
- W2: # of unplanned system downtime incidents
- W3: # of applications supported
- W4: # of user helpdesk requests
- W5: # of user application requests/completed
- W6: # of user access add/change/remove requests
- W7: # of telecommunications requests

STRENGTHS

- Experienced staff
- Expertise and knowledge of supported systems and Medicaid infrastructure
- IT infrastructure
- Leadership support for IT initiatives
- Configuration Management and Quality Assurance and Control staff in place that use Capability Maturity Model Integrated (CMMI) goals and practices

WEAKNESSES

- Inadequate staffing to support development and maintenance
- Lack of adequate resources to support cross training required to provide needed staffing flexibility
- Lack of a tested disaster recovery capability
- Lack of adequate communication to monitor IT project progress and identify process shortfalls
- Lack of adequately defined metrics and benchmarks
- Inadequate up-to-date policies and procedures to govern IT infrastructure
- Longevity of IT staff with potential for retirement

OPPORTUNITIES

- Continued ISD support for professional services contracts
- Explore new technology offering that support and enhance Medicaid's mission

THREATS

- Back-up and restore capabilities are inadequate to support disaster recovery
- Lack of resources in the General Fund to meet needs
- Projected reduction in federal funding support
- Inability of the State Personnel and Merit System to consistently attract, hire, and retain qualified IT personnel

CRITICAL ISSUES

INTERNAL

None

EXTERNAL

EC1: ISD must accomplish their planned goals regarding establishing a tested and operational disaster recovery facility (G3)

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KEY GOALS (1-3)

G1: **Conversion** - Convert PC based applications into a server based infrastructure by the end of FY09 to reduce costs and improve customer satisfaction.

G2: **AMAES Reengineering** - Complete AMAES reengineering project by the end of FY12.

G3: **Disaster Recovery** - Establish an operational disaster recovery plan by the end of FY11.

KEY GOALS, OBJECTIVES, STRATEGIES

G1: **Conversion** - Convert PC based applications into a server based infrastructure by the end of FY09 to reduce costs and improve customer satisfaction.

OBJ1: Complete conversion of PC applications into client-server environment by the end of FY09.
(% of PC applications converted into client-server environment)

OBJ2: Achieve a 95% level of customer satisfaction by the end of FY09.

S1: Develop a Project Team and Manage the project through the Project Team

S2: Select Applications and Systems for the Conversion

S3: Employ the technology – hardware and software for conversion.

S4: Provide training to customers and IT staff.

S5: Get customer buy-in and feedback

G2: **AMAES Reengineering** - Complete AMAES reengineering project by the end of FY12.

OBJ1: Complete Phase 1 – Business Process Reengineering of AMAES by the end of FY09.
(% of AMAES reengineering completed)

S1: Assess user requirements, their wishes and the feasibility of their requirements and incorporate into ITB.

S2: Execute the ITB for defining and refining business processes

S3: Get organizational support and communicate with stakeholders about AMAES.

G3: **Disaster Recovery** - Establish an operational disaster recovery plan by the end of FY11.

OBJ1: Intel platforms Disaster Recovery ready by the end of FY08.

OBJ2: Mainframe Disaster Recovery ready by the end of FY09.

S1: Establish system for backup; keep up with software releases.

S2: Identify and establish resources and location for backup; gain agreements with vendors.

S3: Train staff and test the system.

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G3: Establish an operational disaster recovery plan by the end of FY11.

OBJ1: Intel platforms Disaster Recovery ready by the end of FY08.

OBJ2: Mainframe Disaster Recovery ready by the end of FY09.

(G3, EC1) S1: Working with ISD and contracted vendor, conduct an independent assessment of disaster recovery requirements and initiate recovery plan development.

A. Working with contracted vendor, evaluate current Agency client server disaster recovery capabilities. (T. Flowers) (31 Dec 07)

B. Working with contracted vendor, determine Agency disaster recovery requirements. (T. Flowers) (31 Mar 08)

C. Review identified requirements with ISD to determine external and internal system responsibilities and specifications. (T. Flowers) (31 Mar 08)

D. Work with vendor to develop Agency disaster recovery plan. (T. Flowers) (31 Dec 08)

E. Assess project progress and validate schedule of activities for FY10. (T. Flowers) (30 Sep 09).

STRATEGIES & ACTION PLANS* (Person Responsible/Estimated Completion Date)

* Action plans will be submitted with Operational Plan, not the SMART Plan.

NOTE: As the planning and budget process continues, you will need to identify spending and staffing requirements for each action step, if possible. If not, then estimates will need to be provided for each strategy.